

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

DHR5018 – HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

1 MARCH 2019
9.00 a.m - 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 8 pages with 2 sections.
2. For section A, shade your answers on the OMR sheet provided.
3. For section B, write your answers in the answer booklet provided.
4. Answer **ALL** the questions.

SECTION A: MULTIPLE CHOICE QUESTIONS [30 Marks]

1. Nadirah works at an automobile manufacturing company. She spends most of her time at work establishing goals for her staff of thirty employees and developing procedures for various tasks. Based on the management functions, in which function does Nadirah spend most of her time?
 - a. Leading.
 - b. Planning.
 - c. Organising.
 - d. Controlling.
2. Lim is authorised to direct the work of subordinates and is responsible for accomplishing the organisation's tasks.
Based on the given information, Lim is most likely to be a _____.
 - a. recruiter
 - b. line manager
 - c. staff manager
 - d. training specialist
3. A human resource consultant at Jason Manufacturing has been assigned to the sales department to provide human resource management assistance as required. Which of the following **BEST** describes the structure of the human resource services provided at Jason Manufacturing?
 - a. Centres of expertise.
 - b. Shared human resource teams.
 - c. Corporate human resource teams.
 - d. Embedded human resource teams.
4. Which of the following trends in human resource management refers to the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad?
 - a. Economic.
 - b. Globalisation.
 - c. Technology.
 - d. Workforce Demographics.
5. When a Malaysian worker is involved in an accident, or occupational disease, his employer must report to _____.
 - a. Labour Department
 - b. SOCSO and DOSH
 - c. relevant insurance company
 - d. Department of Industrial Relations

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6. A _____ is a written agreement between a trade union and an employer, or association of employers, concerning the terms and conditions of employment of the employer's workers.
- a. collective bargaining
 - b. collective agreement
 - c. material transfer agreement
 - d. collaborative research agreement
7. Which of the following terms refers to the holistic, integrated and results and goal-oriented process of planning, recruiting, selecting, developing, managing, and compensating employees?
- a. Job analysis.
 - b. Human resource alignment.
 - c. Strategic planning.
 - d. Talent management.
8. Neeta is required to conduct a job analysis for an executive position in her organisation. While performing the fifth step of the job analysis, it is essential for Neeta to confirm the validity of collected data with the _____.
- a. worker and immediate supervisor
 - b. human resource manager
 - c. legal department
 - d. EEOC representative
9. Azri is an employee at Golden Hotel. Some weeks he works with the catering group, and other weeks he is required to assist the reservations clerk or the parking attendant. This is an example of _____.
- a. job rotation
 - b. job enrichment
 - c. job enlargement
 - d. job specialisation

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10.

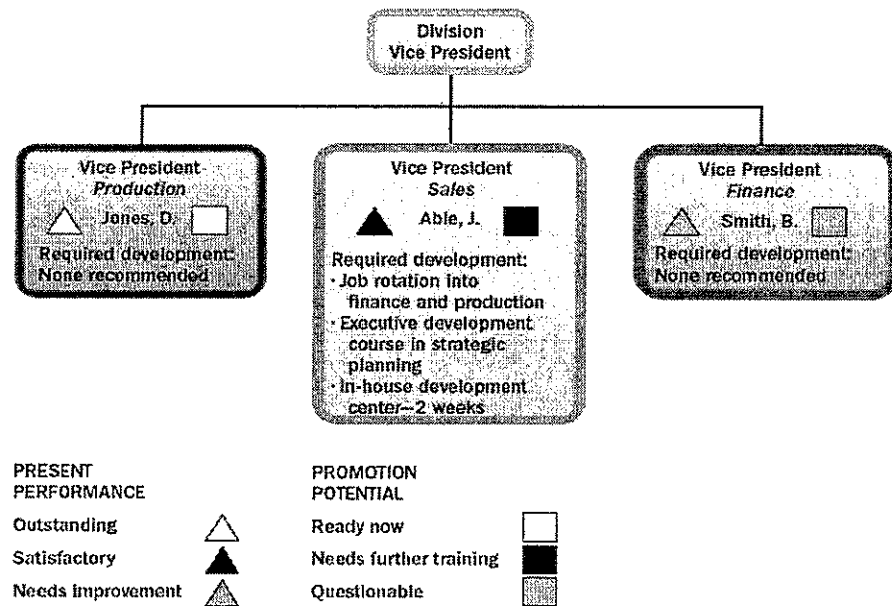


Figure 1

Adopted from Dessler, G. (2017), Human Resource Management, 15th Edition. Pearson Education

The chart shown in Figure 1 above, is known as _____.

- pie chart
 - bar chart
 - line chart
 - personnel replacement chart
11. When constructing a job advertisement, all of the following are aspects of the AIDA guide **EXCEPT** _____.
- prompting applicant action
 - implying long-term benefits
 - attracting attention to the ad
 - developing interest in the job
12. Maria scores 70 on an intelligence test on one day and scores 110 when retested on another day, you would most likely conclude that this test is _____.
- valid
 - invalid
 - reliable
 - unreliable
13. _____ are used to measure job knowledge.
- Aptitude tests
 - Projective tests
 - Achievement tests
 - Interest inventories

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14. How many interviewers are needed to make up a panel interview?
- a. 1 interviewer.
 - b. 2 interviewers.
 - c. 2-3 interviewers.
 - d. 4-6 interviewers.
15. Consider the question: "Can you provide an example of a specific occurrence where you provided leadership in a difficult situation?". What type of question is this?
- a. Situational question.
 - b. Behavioural question.
 - c. Background question.
 - d. Job knowledge question.
16. Public seminars, corporate university programmes and executive coaches are examples of _____.
- a. induction program
 - b. on-the-job training
 - c. off-the-job training
 - d. special assignments
17. _____ allows trainee to stimulate, practice the effective behaviour demonstrated by the behavioural modeling technique.
- a. Role-playing
 - b. Virtual classroom
 - c. Video conference
 - d. Computerised training
18. Appraisal by subordinate is also known as _____.
- a. upward feedback
 - b. backward feedback
 - c. vertical assessment
 - d. horizontal assessment
19. _____ is a problem that occurs when a supervisor's rating of a subordinate on one trait biases the rating of that person on other traits.
- a. Halo effect
 - b. Recency effect
 - c. Central tendency
 - d. Unclear standard
20. Which of the following is **INCORRECT** about the purpose of performance management process?
- a. Able to identify training needs.
 - b. Employee can review career plans.
 - c. Link to company vision and mission.
 - d. Use for hiring and selection decisions.

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21. Direct financial payment can be done in the forms as below **EXCEPT** _____.
a. bonuses
b. insurance
c. incentives
d. basic salary
22. Personal insurance coverage and annual vacation are examples of _____.
a. substitute pay plans
b. compulsory pay plan
c. direct financial payment
d. indirect financial payment
23. _____ is about how a job's pay rate in one company compares to the job's pay rate in other companies.
a. Single equity
b. Internal equity
c. External equity
d. Procedural equity
24. Health insurance, pension and child-care assistance are examples of _____.
a. benefits
b. appraisals
c. flexi-allowances
d. fixed allowances
25. Sick leave, sabbatical leave and maternity leave are examples of _____.
a. annual benefits
b. monthly benefits
c. fixed-term benefits
d. supplemental pay benefits
26. Choose the **INCORRECT** statement about Employee Provident Fund (EPF).
a. Employer's contribution rate is 12%.
b. It is a long-term saving scheme for employees.
c. It covers industrial accidents, occupational diseases or death.
d. A certain percentage of amount will be deducted from employees' wages every month.
27. Which of the following statement **BEST** refers to International Human Resource Management?
a. Managing human resources in local companies.
b. Hiring and compensating employees who work abroad.
c. Managing homegrown employees who work in multinational company.
d. Hiring and compensating managers who work in multinational company.

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28. The citizen of a country in which the multinational company has its headquarters is referring to _____.
- a. host-country national
 - b. home-country national
 - c. third-country national
 - d. second-country national
29. One of the reasons expatriate's assignment fail is because of the _____.
- a. ability to cope with the cultures and customs
 - b. inability to prepare international passport
 - c. ability to bring along expatriate's family to the foreign country
 - d. inability to cope with the overseas responsibilities
30. One of the solutions to reduce cost in hiring expatriate or international employees is to allow employees to have frequent travels with no formal relocations. This concept refers to _____.
- a. collective solutions
 - b. offshoring solutions
 - c. commuter solutions
 - d. outsourcing solutions

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SECTION B: STRUCTURED QUESTIONS [70 Marks]**QUESTION 1**

Imagine yourself as the human resource manager in a well-known multinational company. One day, the top management has decided to have a major company restructuring. It affects 70% changes in job duties and department roles. In order to revise the job descriptions, you have to instruct your team to conduct job analysis for the entire job positions in the company. You are required to explain the following to your team:

- (a) Define “*job analysis*”. (2 marks)
 - (b) Briefly explain any **FOUR (4)** uses of job analysis. (4 marks)
 - (c) Differentiate between job descriptions and job specifications. (4 marks)
 - (d) Provide any **FIVE (5)** sections that contain in job descriptions. (5 marks)
- (Total: 15 marks)

QUESTION 2

- (a) Define the following: (8 marks)
 - (i) Workforce planning
 - (ii) Offshoring
 - (iii) Outsourcing
 - (iv) Succession planning
 - (b) Provide any **THREE (3)** advantages and **THREE (3)** disadvantages of recruiting via the internet. (6 marks)
 - (c) As the human resource manager in your organisation, you are given the responsibility to recruit for executive positions. You have decided to gain assistance from executive recruiters (also known as headhunters) as your source of candidates. However, working with executive recruiters require some cautions. Explain any **THREE (3)** guidelines in choosing and working with executive recruiters. (6 marks)
- (Total: 20 marks)

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QUESTION 3

- (a) Define “*situational interview*”. (2 marks)
- (b) Your college mate, Arjun just got a call for an online video interview which will be held in one-week time. He is nervous as he never had an experience of online video interview. Being a good friend to Arjun, you are required to give him **FOUR (4)** useful tips that he should keep in mind to ensure his online video interview goes smoothly. (4 marks)
- (c) An interview is a procedure designed to obtain information from a person through oral responses to oral inquiries. Managers in organisations may use more than one ways to conduct their interview session. Apart from online video interview, suggest any **THREE (3)** ways of conducting an interview. (3 marks)
- (d) Mei Ling is confused between job offer letter and employment contract. She is not sure what is included in a job offer letter and what is included in an employment contract. To enlighten her, provide any **THREE (3)** differences of job offer letter and employment contract. (6 marks)
- (Total: 15 marks)

QUESTION 4

- (a) Explain the **FIVE (5)** factors that influence the executive’s incentives and rewards package. (10 marks)
- (b) Describe any **TWO (2)** advantages and any **TWO (2)** disadvantages of piecework plan. (4 marks)
- (c) Explain any **THREE (3)** types of pay policies. (6 marks)
- (Total: 20 marks)

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